

JAN 04 1979

Statistics Canada Statistique Canada

May 1979

Improving Working Life

Over 180 employees in data processing divisions are involved in the bureau's first full-scale quality of working life (QWL) project. The main objectives are greater job satisfaction, improved opportunities for learning and personal growth, greater flexibility, more self respect, reduced employee turnover and absenteeism, high quality and quantity of production, and improved union-management relations.

QWL is defined as: "a process by which management and unions jointly allow and encourage employees to take on whatever responsibility they feel capable of handling in an attempt to humanize the work place and to tap unused potential for the joint benefit of the organization and the workers". In essence it means forming compatible groups of employees that decide their own way of working and their own varying degrees of involvement and responsibility.

Experience and various studies have shown that the quality of working life can be improved if employees are more involved in making decisions about how work is to be done," says **Anne-Marie Willis**, chief of data capture section and management representative on the QWL project team.

"More participation, more input, more autonomy, greater personal involvement and the



Participants in the pilot QWL project are, (left to right): seated—**Pauline Trotter**, **Karen Long**, **Denise Favreau**, **Heidi Main**, **Roda Manuel**, **Madeleine Proulx**, **Tina Patenaude** and **Debbie Coyle**; standing—**Fortunata Torres**, **supervisor Terry Carriere**, **Ghislaine Comeau**, **Mila Cardenas**, **Pat Rios**, **Barbara Stimpson**, **Judy Brunet** and **Gail Shadd**.

ability to deal more closely with co-workers can increase job satisfaction, personal growth and learning.

"This process requires that employees take more responsibility, solve more of their own problems, co-operate with each other, and deal with supervisors and management on a more equal basis," **Anne-Marie** adds.

QWL got its start in Statistics Canada in 1976 when **Peter Kirkham** agreed to having a pilot project tried in the bureau. "We had been watching the work force changing in a very fundamental way," the Chief Statistician notes. "Most employees, even those with very concentrated technical expertise, seemed better informed in

a broad, general sense than ever before—better equipped to take on responsibilities outside their basic occupational skills. They were tending to seek a broader range of challenge and job satisfaction, and were showing a growing discomfort in autocratic working systems."

"It was apparent that, over the long haul, traditional systems would have to be changed in order to attract and satisfy the best people in that changing work force."

"The federal government's offer of a pilot QWL project provided an ideal opportunity for Statistics Canada to use the relatively high level of intelligence that is our strongest resource to play a leading role in this modernization."

"And we are playing a leading role. Experiments in QWL are under way in both the public and private sectors, not only in Canada, but also in the United States, Great Britain and Europe, and our people are now in constant demand to share their QWL experience with organizations considering the adoption of this new system."

Joe Moore, director of data processing division, welcomed the opportunity to involve the 24 employees and one supervisor in his key punch unit in the initial 18-month experiment. "I have always believed," **Joe** explains "that since people spend most of their conscious hours at work, the workplace should be a satisfying place. This is hard to achieve where the work performed is often repetitive to the point of monotony and so technical that outsiders rarely recognize exceptional accomplishments when they see them. If QWL could help, I was all for trying it."

"And it did help!" insists (Continued on page 2)

Sorry, Mary, but The Typewriter Isn't Yours The Government Owns It

"For the first time in 14 years, Treasury Board has issued a new policy on materiel management, procurement and materiel management co-ordinator, **Tony Dambrauskas** informs us. "Now we're beginning a whole new era."

The new materiel management policies cover all the physical things we work with—from pens to printing presses, paper clips to storage lockers, urgent stickers to bulletin boards. They place all this movable property beside people, money and real estate as one of the government's main resources that must be allocated and reallocated as the interests of maximum efficiency dictate.

These policies change the sense of ownership that employees, sections, divisions and even departments have for the equipment installed within their working areas and paid for through their budgets. Possession is now called custody.

Although custody is considered temporary, custodians must fully account for the use, abuse and maintenance of materiel.

As Treasury Board sums it up: "... the users of materiel, with the support of specialist groups as required, shall give continuing and pervasive attention to materiel in all its forms: materiel-in-use, materiel-in-stores, surplus materiel, and even in its earliest form, the item design or specification."

Tony Dambrauskas points out that the new policies cannot be implemented over night. "This is a major project," he

says, "that will probably take a couple of years to fully establish."

According to a chart of projected target dates, a whole new set of materiel specifications expressing users' needs in standardized terms that can be coded, checked and audited is to be ready by June 1979, along with a central record of unit prices and forms for obtaining materiel and reporting major equipment performance, defective items and losses. By October new systems should be set up to ensure adequate inspection of deliveries and to verify and assess materiel in use. Starting April 1, 1980, custodial areas will be assigned to designated employees (custodians) who will be accountable for all materiel within the areas, and two months later the areas will be catalogued on materiel custody grids (MCGs) that will advise a potential user of the location and custodian of any item, the procedures for gaining

(Continued on page 3)

Committee to Help Our Handicapped Employees

Statistics Canada's committee for the handicapped, formed in February 1979, is drafting recommendations to improve facilities for our present and future handicapped employees.

Chaired by administrative services director **Bob Desramaux**, the committee urges all employees to suggest improvements for the working environment of the handicapped to committee members: **Jules Duchesne**, of security (3-6502); **Bill Hunt**, information division (3-6971); **Judy Kirk**, census field (5-8298); **Jan Mears** (committee secretary) human resources section (6-7784); **Judy Patrick**, personnel unit ("E" 5-8798); **Lee Reid**, human resources section (6-7784); **Maureen White**, head nurse (3-7046); or **Hank Wightman**, MAFID (6-7008). All requests, suggestions or complaints will be handled in a confidential manner.

The committee is the result of a chain of events that started in 1975 when Canada sponsored a declaration on the rights of disabled persons that was adopted by the General Assembly of the United Nations. The declaration specified that "disabled persons have the right,

according to their capabilities, to secure and retain employment or engage in a useful, productive and remunerative occupation..." More recently, the Canadian Human Rights Act reiterated this concept by prohibiting discrimination in employment on grounds of physical handicap.

Next Treasury Board launched a two-pronged attack on any related problems in the federal public service, with programs:

- to eliminate any procedural, attitudinal or physical barriers to employment and career development of the physically handicapped; and
- to promote increased employment of mentally handicapped persons in work for which they are qualified.

A vigorous information campaign will be launched throughout the public service to dispel myths and misunderstandings about the abilities of the handicapped, and all government departments and agencies are reviewing and eliminating any discriminatory policies or practices in the allocation of tasks, selection, training and career development of employees; or office facilities.



Acting co-ordinator of procurement and materiel management **Tony Dambrauskas** welcomes bureau's administration officers to seminar on "new era" while staff-mates **Flo Chénier** (stationery supplies), **Joe Fox** (office machines and equipment), **Mike Hartney** (warehousing), and **Brian Watters** (furniture and related equipment) prepare to assist.



is published monthly by the Information Division, Statistics Canada, for bureau employees

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Letters

I have just read my wife's copy of Scan in which a reader asks if an individual can "turn an RRSP into an income averaging annuity? Do you have to deal with an insurance company?"

Under present legislation, which could be changed by the next budget, there are three ways to spread the tax bite on withdrawals from RRSPs: 1) One or more life annuities that pay even amounts until death, with a guarantee to pay for a specified period even if death should occur during the period. The guarantee cannot extend beyond the 90th birthday.

2) One or more fixed term

annuities that pay even amounts for a specified term (which cannot extend beyond age 90); and 3) One (only) registered retirement income fund (RRIF) that pays until age 90, with payments increasing in step with the consumer price index. Options 1 and 2 are available only through life insurance companies, and option 3 through life insurance and trust companies.

Sincerely,

Cam Savé
(formerly of Census Division,
now with London Life)

Garnet E. Fenton

Garnet E. Fenton, 33, profiling officer with standards division on assignment to business statistics integration group, died in a car accident on Friday, April 13. He had joined the division in February, 1975.

An enthusiastic jogger, Garnet was also active in hockey, squash and basketball.

Improving Working Life

Madeleine Proulx, one of the department's "We have much more responsibility now, and the work is not nearly as dull as it was. We get much more self-satisfaction, but we have to learn that. There are times, especially at first, when it is hard and even a bit discouraging to figure out a nice new work schedule, for example, find that it doesn't work out the way you thought it would, and then have to do it all again.

But even in the early stages the program was attractive.

"I transferred into the unit six months after the project started," says **Heidi Main**, employee representative on the departmental steering committee, "because I wanted to break the monotony of the job I was doing, to get more challenge and to learn more. QWL came through on all of these. The satisfaction of working more closely with the other members of my group and of seeing a job

through from start to finish is exciting on the cake. Flexible hours and time-banking are like candies in the icing."

Probably the toughest job in the change to QWL is that of the supervisor who must provide positive leadership, even while giving away traditional supervisory powers.

Terry Carrière, the supervisor in our pilot project, was largely responsible for its success. "Ann-Marie Willis states," "She used all her considerable planning, organizational

and people-handling skills in a tremendous effort that built her own role from that of mainly a control to that of a full-time, expert adviser."

What is the future of QWL? "I am sure it will spread throughout government and the private sector over the next 15 years," says Peter Kirkham, "and the flexibility, self-discipline and self-confidence that it will foster among employees will make many of the other changes that lie ahead possible — perhaps even pleasant — to cope with."

How Data Capture Converting to QWL

Conversion of the data capture section of data processing division to the quality of working life (QWL) system was initiated late in 1978 by the departmental steering committee.

This body, chaired by director general of economics statistics field, **Brian Salley**, included union representatives **Dieter Schachhuber** and **Dave Rife** of PSAC and **Lou Trevelyan**, president of Local 70059; employee representative **Heidi Main**; management representatives directors **Joe Moore** of data processing division, and **Hugh MacDonald** of personnel administration; in-house consultants **Claude Gravel** and **Roland Charron** of personnel administration; and outside consultant **Hugh Auld** of Smith, Auld & Associates.

Plans for the conversion were circulated in a bulletin to all employees on March 5, and orientation seminars were held March 19 through 29. At these seminars, questionnaires gave employees a choice between QWL and the traditional style of

work. Only six chose not to participate in the QWL project. The departmental steering committee reviewed implementation plans on April 5, and then the actual conversion began.

The 177 participating employees are now forming work groups, based on individuals' preferences about the extent of changes from traditional work

Co-operation Sought with Fire Windows

The tower floors of the Talon building are equipped with eight emergency windows that can be opened to let smoke escape if required in a fire. However, if they are open at other times, the circulation of air is seriously affected and staff members who are not near the windows will be decidedly worse off.

The system is being adjusted to handle the increasing loads as the building fills with people. In the meantime, please be patient and don't open the windows.

Now we are advised that it wasn't the players or the hand that was at fault in our reporting of **Garry McCullough's** perfect cribbage hand (March Scan) it was all bad communications. His hand was perfect, containing the fives of spades, hearts and clubs and the Jack of diamonds' area in lot C (off Parkdale) near the Jean Talon building, and a smaller one on the west side of Holland opposite the Statistics Canada building.

Accommodation services chief **Maurice Lacourcière**



George Burrow Retires
George Burrow of personnel's training unit displays token of appreciation he received at his retirement dinner on April 26. PhotoScan photo by John Aiken.

warns that parking in these spaces is limited to 1½ hours, and RCMP patrols are frequent, so any visitor likely to stay longer should arrange for parking through accommodation services (5-9796).

Fred Odoys did not lead the *Fearless Groundhogs* in the annual horspiel — he led the *Drawbacks*.

Cafeteria manager Fred Rusch had only one comment when someone posted a notice with a picture of him and Mrs. Devine, urging customers with complaints to contact them. "I wish my telephone number had been on the sign," he said, "so that people could contact me even if they don't see us." His number is 235-5211, and Fred promises that any messages left will be answered.)

Fred also asked us to thank employees who are returning trays of dirty dishes much faster than in the past. One of his staff travels through the building every morning around 10 o'clock to pick these up — and the sooner they're picked up, the better they smell.

In response to many requests, part of the cafeteria in the Jean Talon building will be designated as a non-smoking area as soon as the signs (now on order) arrive.

The longest tenure in the history of #5 Temporary building, just over 30 years, ended on April 27 when the cafeteria moved out.

Births
Pierre Pelletier of personnel unit "D" and his wife **Myrna** became proud parents of a son **Eric** (6 pounds, 12 ounces) on March 19.

Learn to Save Lives with CPR

Enrol now in Statistics Canada's free course in cardio-pulmonary resuscitation by forwarding a course requisition (apply for course #CPR) to:
Security
Room 1104
Main Building
For information, call 3-6502

Workshop on Writing Resumes

Write your own resume with expert assistance in a one-day workshop

Apply by submitting a training nomination form (signed by your director) to:

Registrar,
Training and Development
5-C R.H. Coats Building
(telephone 6-0448)

For help with a prepared resume call Career Planning & Development at 6-7784

Help Us Help the Handicapped

Your suggestion might make Statistics Canada a nicer place for our handicapped employees to work. Call any member of the departmental committee:

Bob Desmarx (chairman), director, administrative services (2-2911)
Jules Deschênes, security (3-6502)
Bill Hunt, information division (3-6971)
Judy Kirk, census field (5-8298)
Jan Meers (secretary), human resources (6-7784)
Judy Patrick, field unit "E" (5-8798)
Lee Reid, human resources (6-7784)
Maureen White, head nurse (3-7046)
Hank Wightman, MAPID (6-7008)



First Prize
\$100

Second Prize
\$50

Third Prize
\$25

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North Stars Took Pennant

By Ron Simpson

Statistics Canada's North Stars ended the regular season on top of the eight-team RA contact Hockey blue division. With 15 wins, 3 ties and 3 losses they edged out RCMP (with 14 wins, 5 ties and 2 losses).

Phil Belanger topped the league in goal-scoring with 32 points (17 goals and 15 assists), closely followed by Ian McDowell who was in a tie for second with 28 points (12 goals and 16 assists) and Bill McDonnell who

chalked up 27 points (6 goals, 21 assists).

Our goalies, André Lord and Dave Campbell, were second only to the RCMP net-minders in the goals-against statistics.

Center Phil Belanger and defenceman Kim O'Grady were elected to the all-star team.

Unfortunately the playoffs were another story, as the eventual champions, Agriculture Canada, eliminated the North Stars in the semi-finals.

"We had a good team and a

good season," says spokesman John Kenney, "but next year we might try something quite different — we're considering moving to a league that plays non-contact hockey."

Braden Picked All-star

Lorna Braden of Statistics Canada's ladies volleyball team was chosen for the league's all-star team.

With Marian Grant and Judy Partick also nominated for all-star honours, our rookie team was among the most-nominated in the eight-team league.

Levenson New President of Fitness Committee

Ulla Levenson of public finance division was elected president of the bureau's fitness committee on May 1.

Other officers elected are: vice-president Wally Watson of education division, secretary

Marian Van Bruijssen of business finance division, treasurer Donna Vangool of national accounts, registrar Dorothy Cannon of public finance division, volunteer leaders' coordinator Pat Lalimer of national accounts and members-at-large David Brusegard of the office of the senior advisor on integration, Vivian McCabe of international travel and Edythe Frost of public finance.

The next eight-week session of classes starts May 6 and continues to June 29 in room 1705 of the main building.

But the Typewriter Isn't Yours

access to it, and how it should be stored and taken care of.

■ User-managers shall ensure the most effective use of the material they have requisitioned by all possible means — including sharing with other users.

■ All employees are responsible for government material generally, and particularly for maintaining its security (preventing abuse, misappropriation and financial loss where insurance settlements or warranty recoveries are possible).

Departments should know the locations and values of all materials they hold — precise locations and exact values in some cases.

Material used by departments or agencies must do what it is required to do as a resource or tool of work, but should also, as far as possible, meet the need to obtain value for money through standardization, the need to have conditions as uniform as possible throughout government, and the need to relate the level of expenditure, including

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the level of use and quality of design, to levels in organizations outside government.

Since the implications of these policies involve large amounts of information, and since that information will be more timely in the months ahead, Scan will present it in a series of articles. Watch Scan for the details you will need — just before you need them.

Can You Afford a Fire?

If you're so busy you can't afford to tidy up, can you afford a fire?

Is there money in the estimates to replace documents and furnishings?

Is there time before your next deadline to move to temporary accommodation if it's necessary, and redo the work that was destroyed in the fire?

All things considered, can you afford not to tidy up?

Odoyok, LePage and Burroughs Top Bureau Curling Club

Fred Odoyok skipped his team of Dick Carter, Gilles Fréchette and Martha Smith to the season championship this year. In the play-offs Rhea LePage's team (Bob Tate, Andy Baldwin and Jeannette Letellier) topped the A division and Rick Burroughs' (Morag MacLachlan, Ron D'Angelo and Bob McAuley) the B division.

Golfers
mark your calendars
July 12 and 13

Fitness program

every Tuesday
Thursday
Friday
beginners 11:30 a.m.
intermediates 12 noon
advanced 12:30 p.m.



Room 1705, Statistics Canada building.

Soccer Workouts

Monday & Wednesday
4:30 p.m.
in front of Coats tower
everyone welcome
Contact Fred Wong, X-9381

E.O.W. Presents... Noontime 79

May 11 Raymond Vaillancourt, Official Languages Program
May 18 Patricia Burns, Consultant, Bank of Montreal, "It's Your Money"
May 25 Panel Discussion, Helping Women Help Themselves
12 Noon
Basement Boardroom, R.H. Coats Bldg.

Chief Statistician of Canada

Peter G. Kishin



